Canadian International Development Agency

Report on Plans and Priorities

For the period ending
March 31, 2011

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Abbreviations

CDIA	Canadian Direct Investment Abroad
CIDA	Canadian International Development Agency
CPIA	Country Policy and Institutional Assessment
CSOs	Civil society organizations
DAC	Development Assistance Committee
DFAIT	Department of Foreign Affairs and International Trade
DND	Department of National Defence
GNI	Gross national income
HIV/AIDS	Human immunodeficiency virus / acquired immunodeficiency syndrome
IAE	International Assistance Envelope
MDGs	Millennium Development Goals
MOPAN	Multilateral Organisation Performance Assessment Network
OECD	Organisation for Economic Co-operation and Development
PAA	Program Activity Architecture
PSES	Public Service Employee Survey
RCMP	Royal Canadian Mounted Police

Message from the Minister

The year 2010 began with a devastating earthquake in Haiti that has been described as one of the most serious humanitarian crises in decades. Canadians across the country, and people all around the world, have been deeply touched by the suffering of the Haitian people.

At a time when swift action meant the difference between life and death, the Government of Canada showed the world its unprecedented ability to respond to emergencies. The Canadian International Development Agency announced aid within hours, and coordinated our response with other countries and international relief agencies. Canada also brought in the resources of the Canadian military and other government departments. As a country of focus for CIDA, Haiti will remain its largest mission in the Hemisphere.

CIDA will remain focused on reducing poverty for people through effective and sustainable development assistance. In the year ahead, CIDA's support will result in increasing effectiveness by focusing on the Agency's three priority themes: increasing food security, securing a future for children and youth, and stimulating sustainable economic growth.

These three thematic priorities, announced in May 2009, will shape our efforts in our 20 countries of focus, as well as with our multilateral partners. We will remain steadfast in our commitment to fragile states, such as Haiti, Afghanistan, and Sudan. Our priority is to ensure that Canada's aid resources always reach those it is intended to reach and deliver results identified and measured.

As Prime Minister Stephen Harper announced in January, Canada will be focusing on the issue of maternal and child health as part of its 2010 G8 planning. In the months ahead, CIDA will be consulting and working with domestic and international partners and our G8 counterparts to help ramp up our response on this important issue.

These efforts and CIDA's many other initiatives are reflected in the Agency's 2010-2011 Report on Plans and Priorities, which I am pleased to table for Parliament's consideration.

Original document signed by

The Honourable Beverley J. Oda, P.C., M.P.
Minister of International Cooperation

SECTION 1: DEPARTMENTAL OVERVIEW

1.1 Role and responsibilities

The mandate of the Canadian International Development Agency (CIDA) is to manage Canada's support and resources effectively and accountably to achieve meaningful, sustainable results and engage in policy development in Canada and internationally.

CIDA's mission is to lead Canada's international efforts to help people in poverty and in crisis build better lives for themselves and for their communities.

Canada recognizes that achieving significant political, economic, social, and environmental progress in the developing world will have a positive impact on the prosperity and long-term security of Canadians, sustain a reduction in poverty for billions of people in recipient countries, and contribute to a better and safer world.

1.2 Strategic outcome and Program Activity Architecture

This Report on Plans and Priorities reflects CIDA's revised strategic outcome and Program Activity Architecture (PAA), which demonstrate a greater emphasis on measurable results, as well as the new policy environment in which the Agency is operating. A crosswalk between the previous and the revised PAAs is provided in Section 3.1.

Strategic outcome
Reduction in poverty for those living in countries where the Canadian International Development Agency engages in international development.

CIDA pursues poverty reduction mainly through a focus on stimulating sustainable economic growth, increasing food security, and securing a future for children and youth. Environmental sustainability, gender equality and good governance are integral to these themes. To meet this outcome, CIDA collaborates with a full range of national and international partners, including private, government, and non-governmental sectors and institutions.

The *Official Development Assistance Accountability Act*, which came into force on June 28, 2008, states that expenditures to be reported to Parliament as official development assistance must contribute to poverty reduction, take into account the perspectives of the poor, and be consistent with international human rights standards. CIDA's new strategic outcome is in line with the intent of the Act.

The revised PAA has six program activities that support the achievement of the strategic outcome, providing an appropriate framework for CIDA to exercise its leadership in shaping international development assistance and policy within Canada and abroad. It also reflects how CIDA manages its activities on the basis of shared objectives, risks, and programming approaches.

1.3 Planning summary

Financial resources (planned spending in thousands of dollars)	Human resources (full-time equivalents)
2010–2011	**2010–2011**
3,247,997	1,955

Strategic outcome: Reduction in poverty for those living in countries where the Canadian International Development Agency engages in international development.

Performance indicators

- Percentage of population below the international poverty line of US$1.25 per day.
- Gender-related development index (GDI) for each country where CIDA engages in international development.
- Status of children and youth in each country where CIDA engages in international development.

Program activity	Expected results	Planned spending 2010–2011 (thousands of dollars)	Alignment to Government of Canada outcomes
Fragile countries and crisis-affected communities	Enhanced responsiveness of humanitarian assistance to address the immediate needs of crisis-affected populations. Increased effectiveness in responding to basic needs and providing better access to key services.	634,863	Global poverty reduction through sustainable development.
Low-income countries	Improved access to key services and economic opportunities for women, men, and children. Enhanced accountability and effectiveness of institutions to respond to the needs and aspirations of women, men, and children.	811,636	Global poverty reduction through sustainable development.
Middle-income countries	Strengthened citizen participation and institutional capacity to sustain social and economic progress.	430,573	Global poverty reduction through sustainable development.
Global engagement and strategic policy	Increased policy influence in Canada and globally. Increased effectiveness of Canadian development cooperation, as a result of engagement with multilateral and global organizations, to address global cooperation issues.	961,969	Global poverty reduction through sustainable development.

Canadian engagement	Improved effectiveness in civil society organizations' participation in international development activities. Increased information for, and participation in, development efforts by Canadians.	296,863	Global poverty reduction through sustainable development.
Internal services	Provides support services to CIDA programming.	112,093	Global poverty reduction through sustainable development.

CIDA's operating environment

As CIDA operates in a complex and changing environment, new policy directions and operational improvements in the past year have ensured that the Agency enters 2010 on a stronger and more focused footing.

By focusing bilateral aid in fewer countries and fewer sectors, CIDA is now positioned to have a greater impact. Three new thematic priorities, elaborated below, are the basis for long-term strategies and programming in the 20 countries of focus, where CIDA concentrates 80 percent of its bilateral assistance. The *Official Development Assistance Accountability Act* has also helped by setting a clearer strategic direction for Canadian development cooperation. This year, the Government of Canada will double its overall international assistance from 2001–2002 levels to reach $5 billion annually by 2010–2011.

Given an increasingly challenging external environment, CIDA must effectively anticipate and respond to challenges and opportunities to ensure its success in reducing poverty. To that end, CIDA has identified key drivers and trends that are likely to influence its strategic direction in the medium and long term, as outlined below.

International context

In recent years, new approaches to aid effectiveness, global security, and innovative ways to finance development have been at the forefront of international and Canadian development policy agendas, and have yielded progress. However, global challenges pertaining to security and stability, the environment, the economy, population growth, and food insecurity remain serious threats that could reverse decades of development progress if not addressed. The Millennium Development Goals (MDGs) are the overarching goals agreed to by the world's governments and reiterated at the G20 Summit in Pittsburgh in September 2009. However, the targets for 2015 are threatened in light of current global challenges.

There is a growing consensus that global issues should be tackled in a more inclusive and coordinated manner. Because of their strong economic growth, countries like China, Russia, Brazil, and India are changing the geopolitical landscape, and reform of global institutions and systems is intensifying. Aid architecture is also shifting. The explosion of new players (emerging donors, growing numbers of non-governmental organizations, global funds, philanthropic foundations) translates into more fragmented and volatile aid flows and allocations, but it also offers new opportunities for development partnerships.

Some key statistics

- One billion people—1/6 of the world's population—go hungry every day.
- Of those hungry people, 65 percent live in seven countries, including Bangladesh, Indonesia, Pakistan and Ethiopia, which are among CIDA's 20 countries of focus.
- Because of the economic crisis, an estimated 60 million people lost their jobs in 2009, and 90 million people are expected to fall into extreme poverty in 2010.

Canadian context

Despite the impact on Canada of the global financial and economic crisis, Canada has been able to maintain its commitment to double its development assistance in 2010–2011 compared to the 2001– 2002 level. The Agency is working to ensure that Canadian aid dollars are used in the most efficient way and delivering real results.

CIDA is committed to managing its programs according to internationally agreed principles of aid effectiveness (ownership, alignment, coordination and harmonization, managing for results, and mutual accountability) for greater coherence and impact.

In May 2009, Canada instituted a new approach for framing international assistance, now guided by five thematic priorities: stimulating sustainable economic growth, securing a future for children and youth, increasing food security, advancing freedom, democracy, human rights and the rule of law, and ensuring security and stability. CIDA is focusing mainly on the first three priorities. As in the past, the Agency will continue to integrate equality between women and men, governance, and environmental sustainability across all its programming and policies.

Further strengthening its ability to achieve results, the Agency took concrete steps to enhance aid effectiveness, including aid untying, a sectoral and geographic focus, harmonization, and decentralization. CIDA is therefore implementing a 2009–2013 Aid Effectiveness Action Plan in support of the government's program to strengthen the focus, improve the efficiency, and increase the accountability of Canada's aid program. This action plan also addresses many of the recommendations made by the Auditor General of Canada's 2009 Fall Report to Parliament related to reinforcing the Agency's current approach to aid effectiveness.

The result of the 2008 Public Service Employee Survey noted the importance for the Agency to address the impact of instability brought on by changes in priorities, workload, timeliness of key decisions, and discrimination and harassment in the workplace. CIDA will continue to address these issues through its PSES Action Plan.

In the year ahead, CIDA is also poised to make significant contributions to Canada's international leadership as it hosts the G8 and G20 summits in 2010.

Risk analysis

International development is inherently risky. In recent years, as Canada responds to emerging geopolitical realities, CIDA has worked more and more in fragile countries and complex areas of development. Nevertheless, CIDA has built its capacity to work effectively in high-risk environments, make informed decisions, and manage its risks appropriately. In 2009, the Agency completed the first annual review of its risk profile, and integrated key information on the likelihood and impact of risks into management decision making.

CIDA continually assesses risks and develops mitigation responses to address those that could affect its ability to reduce poverty. The two key risks that the Agency is working to mitigate are: the complex socio-political environment of some of the countries where CIDA works; and the inability to hire highly qualified staff to work in developing and fragile countries.

Description of CIDA's priorities

In support of its strategic outcome, CIDA has identified three thematic priorities and 20 countries of focus. The Agency's multi-year strategic plan aims to make it an international leader and partner in Canadian foreign policy; a highly respected development agency known for its effectiveness, efficiency, and sustainable results; an organization characterised by teamwork, excellence and respect; and a catalyst that engages and mobilizes Canadians to maximize Canada's development impact.

Operational priorities	Type
Canada's strategic role in Haiti and Afghanistan	Ongoing
Increasing food security	Ongoing
Securing a future for children and youth	New
Stimulating sustainable economic growth	New
Management priority	**Type**
Achieving management and program-delivery excellence	New

Canada's strategic role in Haiti and Afghanistan

The January 12, 2010 earthquake in Haiti caused widespread devastation and suffering. Beyond Canada's existing commitments to Haiti, Canada will support Canadian and international humanitarian and development organizations in delivering humanitarian, early recovery and reconstruction assistance. This includes an initial commitment of $135 million for humanitarian assistance, made within a week of the disaster, along with the establishment of a CIDA-managed Haiti Earthquake Relief Fund, through which Canada is matching individual Canadians' donations to eligible registered charities.

Aligned with Canada's whole-of-government approach, CIDA will deliver development assistance in partnership with DFAIT, DND, and other departments to advance Canada's mission in Afghanistan. CIDA remains committed to Canada's priorities contributing the reconstruction and long-term development of Afghanistan. A balance between short- and long-term interventions will help enable actions that support stability and progress for sustainable development over the longer term.

Increasing food security

In 2008 the world faced a food crisis which was compounded by the impact of the global economic recession. As a consequence it is estimated that one billion or more than one-sixth of the world's population was food-insecure in 2009.

In recognition of the impact of hunger on human capacity to learn, earn an income and maintain good health, the Minister of International Cooperation announced CIDA's Food Security Strategy[1] on World Food Day (October 16, 2009). CIDA's Food Security Strategy will help ensure that people in developing countries, particularly rural women farmers, have an equal opportunity to contribute to food security. The Strategy will work to increase availability and access to nutritious food; increasing the stability of food supplies; and improving the global food system. Particular emphasis will be placed on the following three priorities for action: sustainable agricultural development; food aid and nutrition; and research and innovation.

Securing a future for children and youth

Today's generation of children and youth is the largest ever in history. Nearly half of the world's 6.8 billion people are under the age of 25. The Government of Canada recognizes that children and youth represent a tremendous opportunity to effect change in the developing world. However, many of the world's children and youth face extremely difficult challenges on the road to becoming healthy, engaged, and productive young men and women.

On Universal Children's Day (November 20, 2009), the Minister of International Cooperation announced CIDA's Children and Youth strategy, Securing a Future for

[1] More information is available at http://www.acdi-cida.gc.ca/acdi-cida/ACDI-CIDA.nsf/eng/NAT-1016105724-KJX.

Children and Youth[2]. Building on many years of experience in child-focused programming, this strategy supports those areas where the greatest results have been achieved. It also puts a special focus on girls since investing in girls is proven to make a particularly large impact on overall development results. Emphasis will be placed on the following three priorities for action: child survival, including maternal health; access to quality education; and a safe and secure future for children and youth.

Stimulating sustainable economic growth

For developing countries to make sustainable reductions to extreme poverty, they must realize long-term, sustainable economic growth. Dynamic economies that can realize high rates of growth create opportunities and higher incomes for the poor. Growth generates the financial resources developing countries governments need to invest in the provision of basic services to their citizens. Creating growth that integrates economic development, social development and sound environmental management helps to ensure that the impact on poverty and a country's long-term development is sustainable over time.

CIDA's Sustainable Growth Strategy will complement the Food Security and Children and Youth Strategies. The Strategy will help governments increase their capacity and create the enabling environment needed for growth, to focus efforts to help the poor to move into the formal economy and manage their natural resources, needed to support economic growth for their people and increase income opportunities. Overall, the Strategy seeks to help developing countries create the long-term economic growth that will raise the income levels of the poor in a sustainable way.

Achieving management and program-delivery excellence

In recent years, a number of reports[3] have highlighted the necessity for CIDA to focus its programs, retool its operations, and achieve operating efficiencies. In response, CIDA has launched a major Business Modernization Initiative designed to create a new business model characterized by streamlined and re-engineered processes that will result in quicker, more cost-effective and more responsive programming. As well, the Agency continues to implement measures to improve excellence in people management and address the results of the 2008 Public Service Employee Survey. This means, for example: clear and stable Agency priorities; strengthened corporate governance; leadership training programs; and mandatory harassment and discrimination awareness training programs.

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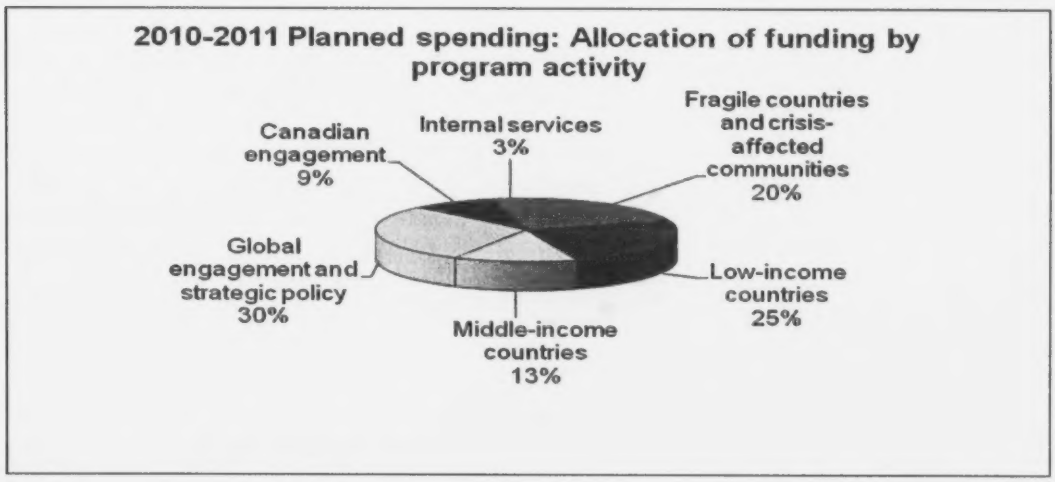
[2] More information is available at http://www.acdi-cida.gc.ca/acdi-cida/ACDI-CIDA.nsf/eng/NAD-112091924-JT7.

[3] For example, the 2007 Organisation for Economic Co-operation and Development–Development Assistance Committee Peer Review of Canada.

1.4 Expenditure profile

CIDA plans to spend $3.248 billion[4] in 2010–2011 to carry out its program activities and contribute to its strategic outcome. The figure below displays the allocation of CIDA's planned spending by program activity.


2010-2011 Planned spending: Allocation of funding by program activity
Canadian engagement 9%
Internal services 3%
Fragile countries and crisis-affected communities 20%
Global engagement and strategic policy 30%
Low-income countries 25%
Middle-income countries 13%

Voted and statutory items

($ thousands)

Voted or statutory item	Truncated vote or statutory wording	2009–2010 Main Estimates	2010–2011 Main Estimates
25	Operating expenditures	203,668	203,363
30	Grants and contributions	2,608,225	2,693,408
(S)	Contributions to employee benefit plans	25,955	26,031
(S)	Minister of International Cooperation – Salary and motor car allowance	78	79
(S)	Encashment of notes issued to the development assistance funds of the international financial institutions in accordance with the *International Development (Financial Institutions) Assistance Act*	231,336	230,691
	Total budgetary	**3,069,262**	**3,153,572**
L35	The issuance and payment of notes to the International Financial Institution Fund Accounts	-	-
	Total non-budgetary	-	-
	Total Agency	**3,069,262**	**3,153,572**

[4] Planned spending includes Main Estimates.

SECTION 2: PROGRAM ACTIVITIES

2.1 Fragile countries and crisis-affected communities

Program activity description
This program activity seeks to address developmental issues in selected countries identified as fragile or crisis-affected. Fragile countries are defined as those that face particularly severe development challenges, with complex national and regional contexts, given weak institutional capacity, poor governance, political instability, and ongoing violence or a legacy of past conflict. Improving the situation in these countries is frequently considered strategic in meeting Canada's foreign policy objectives. CIDA's programming in these countries seeks to enhance long-term development by improving the effectiveness of public institutions and society, fostering stability and security, as well as supporting the delivery of key services. This program activity also involves humanitarian assistance in response to man-made crises or natural disasters to ensure delivery of and access to essential emergency services to crisis-affected populations. In both cases, various partnerships offer flexibility and expertise to provide the most effective response.

Planned spending and human resources for 2010–2011	
Planned spending (thousands of dollars)	**Full-time equivalents**
634,863	243

Expected result: Enhanced responsiveness of humanitarian assistance to address the immediate needs of crisis-affected populations.
Selected performance indicators ▪ Effectiveness of humanitarian assistance delivery to crisis-affected populations. ▪ Extent to which humanitarian assistance is delivered in a coordinated and cohesive way.
Expected result: Increased effectiveness in responding to basic needs and providing better access to key services.
Selected performance indicator ▪ Level of access to key services for women, men, and children.
Hyperlinks to additional information
www.afghanistan.gc.ca www.acdi-cida.gc.ca/haiti-e OECD-DAC Principles for Good International Engagement in Fragile States and Situations at: http://www.oecd.org/dataoecd/61/45/38368714.pdf

Planning highlights
Humanitarian needs remain significant and will likely continue to grow in the coming years—both in terms of complex humanitarian situations and natural disasters. CIDA's past support is based on need and, in 2009-2010, was directed to more than 30 countries affected by humanitarian crises. Going forward, CIDA's humanitarian assistance will continue to address the short-term impact of humanitarian crises on vulnerable populations in crisis-affected communities.

With specific reference to fragile countries, the response by donors to the situation of fragile countries is a growing priority in international affairs. These countries face a number of challenges, including conflict, state failure, and acute vulnerability to natural and man-made disasters. These issues can threaten collective security, facilitate organized crime, and undermine development. To address these global challenges, Canada maintains a substantial presence through its humanitarian assistance and bilateral programs in several fragile countries, including Haiti, Afghanistan, Sudan, and West Bank and Gaza.

CIDA will continue to engage other Canadian government departments working to promote democracy, stability, and security, including the Department of Foreign Affairs and International Trade and the Department of National Defence. Furthermore, collaboration, partnership, dialogue, alignment, and local ownership will be the key principles guiding CIDA's approach, consistent with the Organisation for Economic Co-operation and Development–Development Assistance Committee (OECD-DAC) Principles for Good International Engagement in Fragile States and Situations.

Enhanced responsiveness of humanitarian assistance to address the immediate needs of crisis-affected populations

Over the past few decades, there has been a significant increase in the frequency and severity of natural disasters. Conflicts around the world, while decreasing in number, have become increasingly complex. CIDA provides funding for humanitarian assistance on the basis of need. Based on established practice, CIDA will:

- continue to address immediate humanitarian needs through core lifesaving interventions that respond in an effective, timely, and coordinated fashion;
- fund trusted humanitarian partners and deploy relief stocks and technical experts;
- support partners to address the food, water, health, sanitation, shelter, and physical security needs of crisis-affected populations, including women, children, and youth; and
- contribute to CIDA's food-security priority through the provision of emergency food aid.

CIDA will support humanitarian, early recovery, and reconstruction assistance to people affected by the devastating earthquake in Haiti in January 2010.

Increased effectiveness in responding to basic needs and providing better access to key services

To help reduce vulnerability and foster conditions for longer-term development, CIDA will:

- undertake initiatives and projects aimed at rebuilding and reinforcing the capacity of public institutions to provide access to key services for their population;
- help to strengthen the legitimacy of public institutions, that reflect respect for human rights and the rule of law, the equality between females and males, as well as accountability in public financial management;
- focus on its priority to stimulate economic growth by promoting private sector development, notably in the agricultural sector; increase food security; and help secure the future of children and youth, notably through health and education initiatives; and
- focus on supporting the well-being of girls and women as significant contributors to the well being and economic foundations of their communities.

Canada's major missions in fragile countries

AFGHANISTAN

CIDA has provided more than $1 billion in assistance to the rebuilding of Afghanistan since 2001–2002. In 2006, the London Conference on Afghanistan established the framework for international cooperation with Afghanistan for five years. The Afghanistan Compact identifies security, governance, and development as three interdependent pillars of activity. In 2008, following recommendations made in the Report of the Independent Panel on Canada's Future Role in Afghanistan, CIDA increased its aid and development programming in Kandahar as part of Canada's whole-of-government approach. Consistent with Afghan development strategies, CIDA's programming in Afghanistan for the 2008–2011 period falls under three priorities:

Basic services

- Supporting economic growth in Kandahar through the rehabilitation of the Dahla Dam and its irrigation system (signature project), accompanied by targeted support for strengthening agriculture and horticulture, as well as continued investments in financial services, such as microfinance for men and women, in key districts in Kandahar.
- Enabling the Ministry of Education to implement the National Education Strategic Plan throughout Afghanistan, to deliver quality educational services for boys and girls, increase access for girls to formal education and training of female teachers, as well as to build, expand, or repair 50 schools in Kandahar by 2011 (signature project).

Humanitarian assistance

- Supporting the Government of Afghanistan's goal of eradicating polio (signature project). This includes being the lead donor to the Global Polio Eradication Initiative in Afghanistan.
- Providing food and non-food assistance to vulnerable people, including refugees, returnees, internally displaced persons, and conflict-affected communities, especially in Kandahar.
- Continuing to be a lead supporter of demining action and mine-risk education.

Democratic development and national institutions

- Providing financial and technical support in the elections process.
- Collaborating with other international donors to provide technical and financial resources to support Afghanistan's Independent Elections Commission and its independent Electoral Complaints Commission.

HAITI

Haiti's development efforts suffered an enormous setback in January 2010 when a major earthquake struck the capital city of Port-au-Prince and surrounding areas, causing the loss of tens of thousands of lives, widespread destruction of public and private infrastructure, as well as the complete disruption of basic services. Following major natural disasters in 2008, this catastrophic event came as Haiti celebrated a year of relative stability, during which the security situation had remained stable and the human rights situation had progressed. Haiti had showed resistance to the world economic crisis, and momentum for economic development was growing following the Haiti Donors Conference, held April 2009 in Washington, which had endorsed an Economic and Social Recovery Plan.

Following up on Canada's important humanitarian assistance response to the earthquake, CIDA is reviewing its programming to ensure that it responds to Haitian priorities for early recovery, reconstruction and development. The revised programming will allow CIDA to continue implementing its current bilateral program, and to respond more directly to early recovery and reconstruction efforts with certain projects to be re-aligned, adjusted, accelerated or put on hold. Moreover, new interventions will be developed, subject to available resources. CIDA will also continue to help rebuild and strengthen the capacity of key ministries hard hit by the calamity, such as central Haitian government agencies in particular. CIDA will work from foundations established in 2009 with three thematic priorities which are aligned with Haiti's National Poverty Reduction Strategy and the new Economic and Social Recovery Plan:

- **Stimulating sustainable economic growth** – Improving the enabling business environment, strengthening skills for employment, and increasing revenues and access to microfinance.
- **Securing a future for children and youth** – Increasing access to quality education, ensuring stronger defence of children's rights and protection, and reinforcing child and maternal health.
- **Increasing food security** – Increasing food production as well as crop diversification and marketing, providing more access to nutritious and good-quality food, and strengthening the stability and management of the food system.

Aid effectiveness, including close donor coordination, will continue to guide CIDA's work. CIDA will maintain a flexible approach, ready to respond to evolving needs and unforeseen circumstances, recognizing Haiti's inherent fragility. Haiti was not on track to meet most of the MDGs. It will remain a high-risk and volatile environment, with sustainability a constant challenge. Ensuring good governance, leadership, and ownership will be a key challenge for the Government of Haiti, given that elections scheduled for 2010 and proposed constitutional changes may not take place. As such, this could affect political stability. The year 2010 will be critical as Haiti and the international community join together to establish the foundation for building Haiti back better.

2.2 Low-income countries

Program activity description

This program activity focuses on addressing pervasive poverty in countries having an annual gross national income (GNI) per capita equivalent to US$935 or less (2007 data). This requires engagement in long-term development assistance supporting the national priorities of a selected number of low-income countries, as well as programming with regional institutions addressing transboundary issues. CIDA's support aims to help these countries achieve their priority development goals that differ from country to country and region to region. Programming aims at achieving reduced poverty and increasing economic opportunities. It focuses on areas such as basic health and education, agriculture/food security, income generation, and the foundations for good governance.

Planned spending and human resources for 2010–2011

Planned spending (thousands of dollars)	Full-time equivalents
811,636	414

Expected result: Improved access to key services and economic opportunities for women, men, and children.

Selected performance indicator

- Evidence of improved access to key services and economic opportunities stemming from CIDA-funded endeavours.

Expected result: Enhanced accountability and effectiveness of institutions to respond to the needs and aspirations of women, men, and children.

Selected performance indicators

- Country Policy and Institutional Assessment (CPIA) for each low-income country.
- Evidence of policy improvements and increased capacity stemming from CIDA-funded endeavours.

Planning highlights

This program activity covers nine countries of focus (Bangladesh, Ethiopia, Ghana, Mali, Mozambique, Pakistan, Senegal, Tanzania, Vietnam), as well as regional programs and other countries where CIDA maintains a modest presence. These low-income countries are found in Africa and Asia, and include some of the world's poorest populations. CIDA has developed a strategy for each of its country and regional programs based on country needs and Canadian value added in the priority areas of sustainable economic growth, children and youth, and food security. In many low-income countries that have capacity and processes in place for full accountability and fiscal management, CIDA—along with other donors—provides budget support as a means to improve focus, efficiency, and accountability, demonstrating Canada's commitment to the principles articulated in the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008).

Within this context, CIDA will work toward the following results:

Improved access to key services and economic opportunities for women, men and children

Approaches to achieve this result include:

- addressing food security by increasing agricultural productivity and access to markets. In Vietnam, for example, production technologies, extension services, and input supplies will increase on- and off-farm employment and marketing opportunities for women and men in rural areas. In Mali, for example, support for irrigation and marketing, and to key public and private institutions' capacities, will enable farmers to increase local production, and improve marketing, food security, and price stability in urban centres. In Senegal, for example, support will be given to small producers in the agri-food sector throughout the entire value chain, from cultivation to transformation to sale.
- supporting education and health services that contribute to the well-being of children and youth. In Bangladesh, for example, programming will increase the capacity of the education system to deliver quality and equitable education. In Pakistan, for example, CIDA will help strengthen inclusive and stable long-term economic growth by providing entrepreneurship and vocational skills training to women. In Tanzania, for example, CIDA will contribute to extending the reach of essential health services, such as HIV/AIDS testing, to rural communities in a partnership with local governments and civil society.
- supporting financial services and credit to small and medium-sized businesses, a major source of job creation and economic growth. In West Africa, for example, a regional microfinance initiative will work to provide new banking and insurance services to 2.2 million members of savings and credit institutions.

Enhanced accountability and effectiveness of institutions to respond to the needs and aspirations of women, men, and children

Approaches to achieve this result include:

- providing technical assistance and capacity building support to core government ministries and independent governance institutions for the development and monitoring of government policies and programs that support the thematic focus within CIDA's country plan, including the integration of gender equality.
- promoting increased accountability and capacity of local governments to develop plans and strategies to address their development priorities. In Ghana, for example, resources will be provided to municipal and district assemblies for the implementation of local development plans based on results reported in published annual assessments on their performance.
- increasing the effectiveness of oversight institutions and supporting public administration reforms. In Ethiopia, for example, CIDA programming will provide technical assistance and support to democratic institutions to improve their accessibility and effectiveness.

2.3 Middle-income countries

Program activity description
This program activity focuses on addressing specific challenges in attaining self-reliance for countries having a GNI per capita equivalent to more than US$935 but less than US$11,455 (2007 data). It involves strategic assistance in a selected number of middle-income countries, as well as programming with regional institutions addressing transboundary issues. These countries vary considerably in terms of their requirements, with CIDA programming tailored to respond as appropriate, but mainly involves engaging in strategic areas of their national priorities to sustainably enhance economic growth and the capacity to deliver social services, as well as building accountable, democratic institutions.

Planned spending and human resources for 2010–2011	
Planned spending (thousands of dollars)	**Full-time equivalents**
430,573	190

Expected result: Strengthened citizen participation and institutional capacity to sustain social and economic progress.

Selected performance indicators

- Country Policy and Institutional Assessment (CPIA) for each middle-income country.
- Evidence of public institution reforms stemming from CIDA-funded endeavours.

Planning highlights

This program activity covers seven countries of focus (Bolivia, Caribbean, Colombia, Honduras, Indonesia, Peru, Ukraine), primarily in the Americas, as well as regional programs and other countries where CIDA maintains a modest bilateral presence. These middle-income countries often have stark disparities along geographic, gender, ethnic, or urban-rural lines, as well as pockets of deep poverty. They also often face common challenges such as a lack of administrative capacity, corruption, inequitable access to key services, and failure to respect human rights. While generally on target to meet many Millennium Development Goals, targeted assistance is required to meet other development goals and ensure their sustainability.

To address these issues, CIDA developed a strategy for each of its country and regional programs based on country needs and Canadian value added in the priority areas of sustainable economic growth, children and youth, and food security. As several of the middle-income countries are in the Americas, this program activity is aligned to support Canada's Americas Strategy to promote basic democratic values, strengthen economic linkages, and meet new security challenges.

Within this context, CIDA will work toward the following results:

Increased benefit to citizen from strengthened sustainable social and economic progress

Approaches to achieve this result include:

- developing citizens' ability to contribute to and participate in their country's sustainable economic development, improving the productivity of small- and medium-sized enterprises, and strengthening capacities to manage and protect the natural resource base needed to support economic growth. In Honduras, for example, technical assistance in agricultural production, diversification, and sustainable management techniques provided to small holder farmers, particularly women, will improve sustained production and access to markets, contributing to food security and economic growth.
- ensure women, men, girls, and boys are all able to contribute to and benefit from the development of their societies. In Peru, for example, public management training and coaching programs for key regional actors on competitiveness, social inclusion and non-discrimination will increase the participation of these key groups.
- support non-governmental organizations, community groups, and local authorities to improve citizens' access to, and quality of, local services. In Indonesia, for example, local governments, civil society, and the private sector will be provided with training and technical assistance to ensure local plans and budgets integrate the needs of the poor.
- developing the capacity of, and citizens' access to, judicial bodies, legal institutions, and democratic oversight institutions in countries where lack of security or respect for human rights is a concern. In Colombia, for example, government and non-state actors will be trained in children and youth rights to assist in the development of programs and policies that reflect the needs of vulnerable populations.

Strengthened institutional capacity to sustain social and economic progress

Approaches to achieve this result include:

- providing technical assistance in agriculture production, diversification, and sustainable management techniques, thereby promoting food security and sustainable economic growth. CIDA's Ukraine Program, for example, is providing support to farm producers to increase their productivity through innovative and environmentally friendly agricultural practices.
- developing the capacities of institutions and other actors that provide essential services, such as education and health, which will improve the literacy and health outcomes of children and youth. In Bolivia, for example, CIDA will support the training of women, children, and youth on health issues, and provide water and sanitation infrastructure to vulnerable populations.
- improving the management of public finance, developing the capacity of governments to formulate, and implement the needed policies, regulations, systems, and services required for a stable economy. For example, in the Caribbean region, support to regional authorities to develop and implement strategies will foster competitiveness and economic growth.

2.4 Global engagement and strategic policy

Program activity description
This program activity shapes international development policy in Canada and globally in support of CIDA's strategic direction, and Canada's broader international assistance objectives and commitments. It also engages with multilateral and global organizations for two main purposes: to contribute effectively to the achievement of development results, and to influence partners' policies, planning, strategic directions, and organizational governance in pursuit of greater development results.

Planned spending and human resources for 2010–2011	
Planned spending (thousands of dollars)	**Full-time equivalents**
961,969	153

Expected result: Increased policy influence in Canada and globally.

Selected performance indicators

- Evidence of Canadian influence (e.g., G8 summits, OECD-DAC, the media) to advance Canadian views on international development.
- Integration of development considerations in other Canadian policies that have an impact on development (e.g., foreign, defence, environment, and immigration).

Expected result: Increased effectiveness of Canadian development cooperation, as a result of engagement with multilateral and global organizations, to address global cooperation issues.

Selected performance indicator

- Evidence of CIDA's increased effectiveness as a result of working with multilateral and global organizations.

Planning highlights
International outreach and dialogue occur bilaterally with donors and other partners and in multilateral forums to discuss development policy issues and approaches. CIDA's engagement with other partners is key to enhancing its own aid effectiveness and advancing Canada's development agenda. CIDA's engagement with multilateral and international organizations enables Canada to contribute to global efforts to reduce poverty and improve the lives of people across a wide range of countries and sectors. These partnerships also provide effective ways for Canada to respond to humanitarian crises, to address the complex challenges of fragile states, and to mobilize large-scale financial resources in a coordinated manner.

Increased policy influence in Canada and globally

CIDA's international engagement strategy for 2010–2011 is three-pronged:

- Building support for Canadian priorities and initiatives related to development, including through Canada's G8 presidency, and actively engaging at key international forums in consultation with Canadian civil society organizations (CSOs) and other government departments;
- Consolidating relationships with like-minded donor partners to identify opportunities for joint initiatives and increased donor coordination and accountability, and enhance Canadian and international aid/development effectiveness; and
- Engaging with emerging donors in international assistance.

In 2010, CIDA will play a lead role in shaping the development aspects of the 2010 G8 Summit. As well, Canada and USA will engage substantively in preparations for the upcoming UN Plenary on the MDGs scheduled for September 2010. Canada will also influence the review of the OECD's development efforts, including a review of DAC's mandate in 2010 and the implementation of number of initiatives aimed at strengthening coherence and accountability for development.

Increased effectiveness of Canadian development cooperation, as a result of engagement with multilateral and global organizations to address global cooperation issues

The Government of Canada is committed to making its international assistance as effective as possible through greater efficiency, focus, and accountability for results. This includes ensuring that CIDA's multilateral and global programming and partnerships are effective in contributing to the achievement of real results on the ground and remaining in line with Canadian priorities for international assistance.

In 2008–2009, CIDA undertook a comprehensive review of its multilateral partners receiving core funding. The review, which assessed performance and relevance to Government of Canada priorities, found that CIDA's core funding is highly focused (with 95 percent of core funding going to 15 organizations). The review enabled CIDA to determine which organizations are the most effective and closely aligned with Canadian priorities, and then to reprioritize CIDA's programming accordingly. Going forward, CIDA will seek to increase the effectiveness of its cooperation with multilateral and global organizations through three main actions:

- Focusing funding on organizations that are aligned with Canadian priorities and that are able to deliver results effectively. This includes continuing to promote multilateral effectiveness and accountability through CIDA's active participation in the Multilateral Organisation Performance Assessment Network (MOPAN), which is developing a joint approach for assessing multilateral organizations;
- Helping to strengthen the performance of organizations in areas where Canada has relevant expertise, such as gender equality, results-based management, evaluation, and the integration of environmental considerations;
- Helping to strengthen the multilateral system to improve results achieved to reduce poverty and to support the achievement of goals related to development and humanitarian assistance. In particular, CIDA will contribute to reforms within the United Nations system, and to improving the coordination and accountability of humanitarian assistance.

2.5 Canadian engagement

Program activity description
This program activity involves supporting the overseas initiatives of Canadian organizations, promoting international development in Canada, and informing the Canadian public. CIDA does this by co-investing through various delivery mechanisms with a range of Canadian civil society organizations (CSOs) and other partners. In turn, these organizations partner with developing-country civil society counterparts, as well as with governments and the private sector, to strengthen their capacity to deliver programs and services in support of CIDA's strategic outcome. Public engagement in Canada is achieved through the education and outreach activities of Canadian non-governmental organizations, academic institutions, labour unions, and professional associations, and through CIDA's own efforts to reach the general public.

Planned spending and human resources for 2010–2011	
Planned spending (thousands of dollars)	**Full-time equivalents**
296,863	164

Expected result: Improved effectiveness in the participation of CSOs in international development activities.

Selected performance indicators

- Percentage of developing-country partners indicating that Canadian partner projects and programs are increasingly aligned with their sustainable development needs
- Average rating of integration of gender equality and environmental sustainability in partner proposals

Expected result: Increased information for, and participation in, development efforts by Canadians.

Selected performance indicator

- Value of human and financial resources mobilized by Canadian partners.

Planning highlights
Canadian engagement goes beyond informing and increasing Canadian participation in development. It includes mobilizing Canadians to support their civil society counterparts to obtain results and foster local ownership for greater development impact. CIDA acts as a development catalyst, leveraging and harnessing the innovation, expertise, and resources of Canadians. It also involves Canadians through volunteer cooperation, youth internships, and public engagement and training programs. CIDA will develop and strengthen its focus and effectiveness in communicating with Canadians with new approaches that increase the information available, active participation of Canadians in events, access and exposure to CIDA's work in countries around the world.

Improved effectiveness in the participation of CSOs in international development activities

CIDA harnesses the innovation and expertise of civil society to maximize Canada's development impact in economic growth, food security, and children and youth. Strategies to enhance the effectiveness of CIDA's development assistance include:

- encouraging Canadian partners to focus their efforts by working in fewer countries and in thematic priority areas;
- establishing funding mechanisms and strategic alliances with high-performing partners. For example, the newly established Canadian International Food Security Research Fund contributes to CIDA's priority on food security;
- fostering increased local alignment by ensuring funding mechanisms are consistent with local development priorities and capacity-building requirements;
- increasing local ownership: for example, developing-country counterparts now lead CIDA's technical and vocational training and university programs;
- enhancing support for innovative development approaches, which includes reviewing the Voluntary Sector Fund to promote access by a wide range of partners with new ideas and innovative approaches. Within this context, CIDA will put in place a risk-management strategy to manage new and untested partners and ideas;
- leveraging the capacity and value added of Canadian organisations and institutions to achieve greater sustainable impact.

Increased information for, and participation in, development efforts by Canadians

Continued support and engagement in Canadian international development are vital for effective, long term development. It enables CIDA and its partners to benefit from a broad range of expertise and resources to implement effective aid initiatives. Key strategies to engage Canadians more effectively include:

- investing resources in a more focused and coordinated way to mobilize Canadian support and resources;
- working with partners and other international donors to increase accountability for results and public account;
- encouraging the use of social media and other participatory media to better communicate CIDA's development efforts and results to Canadians while deepening the public's understanding of development issues.

2.6 Internal services

Program activity description
This program activity provides support services to CIDA programming for the delivery of the Canadian aid program. It includes governance and management support, resources-management services and asset-management services.

Planned spending and human resources for 2010–2011	
Planned spending (thousands of dollars)	**Full-time equivalents**
112,093	791

Planning highlights

CIDA has identified the following management priority.

Achieving management and program-delivery excellence

Achieving management and program-delivery excellence requires that CIDA design, develop, and implement a new business model. This business model will involve the re-engineering of CIDA's core business processes and further decentralization of programming responsibilities to the field. The overall objective is to ensure that CIDA's business processes are faster, more efficient and cost-effective while strengthening the effectiveness and responsiveness of CIDA's development programs overseas. In addition, fully implementing integrated business planning will establish the foundation for the more effective and efficient use of scarce resources going forward. It will allow CIDA to have a more comprehensive tool to measure the costs of delivering programs, monitor and report on results, and to be able to shift resources in response to changing priorities.

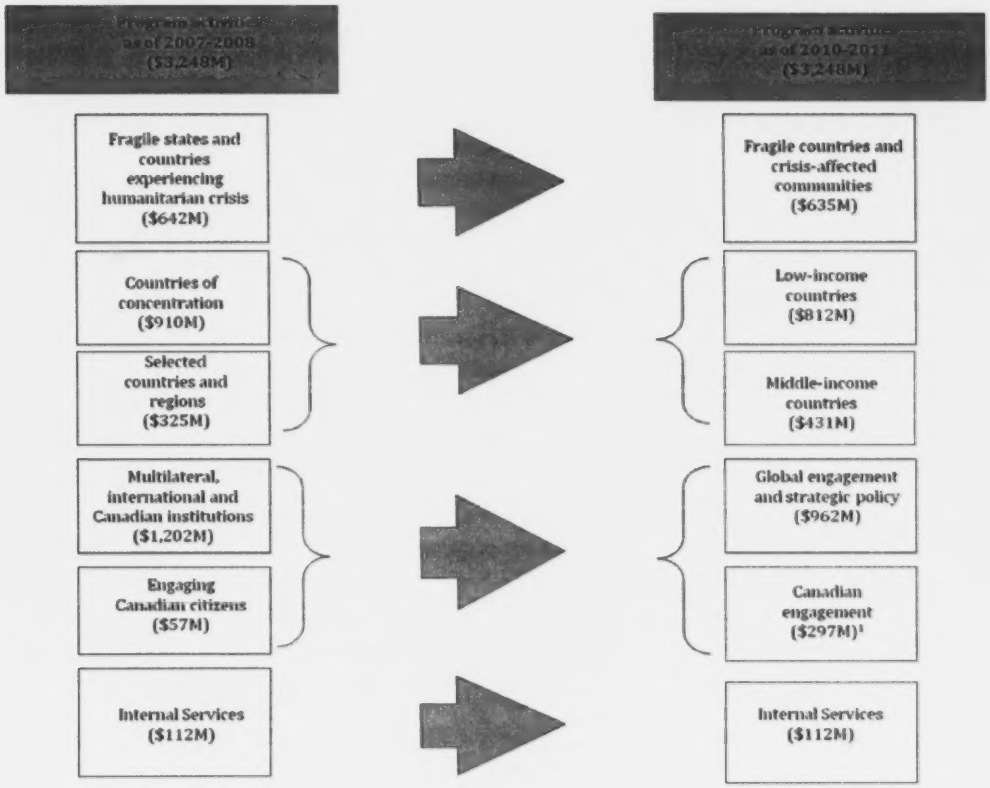
The Business Modernization Initiative will shepherd together all initiatives related to the achievement of management and program-delivery excellence to ensure the coherence of Agency policies, processes, people management, and infrastructure. Consistent and repeatable core business processes will provide operational efficiency. This multi-year initiative will focus on evolving the CIDA business model for the future.

To further advance this priority, CIDA will renew its organizational capacity and be a place where people feel respected and valued by:

- developing a recruitment strategy to ensure that the Agency recruits the best talent to meet business priorities, and has a workforce that reflects Canada's diversity.
- improving excellence in people management and continuing to address the results of the 2008 Public Service Employee Survey through leadership training and mandatory harassment and discrimination awareness programs.
- implementing a new performance management process for non-executive employees, as well as a mentoring program.
- developing a workforce strategy to support business modernization.

SECTION 3: SUPPLEMENTARY INFORMATION

3.1 Crosswalk of CIDA Program Activity Architectures



Note: Total may not add up due to rounding.

[1] This amount includes $240 million allocated previously to the program activity Multilateral, international and Canadian institutions.

3.2 List of supplementary information tables

The following tables can be found on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp):

- Sources of non-respendable revenue
- Details on transfer payment programs
- User fees
- Green procurement

3.3 Other information

Contact information

For additional information about CIDA programs, activities, and operations, please visit the Agency's website at www.acdi-cida.gc.ca

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Legislation administered

The Order-in-Council P.C. 1968–923 of May 8, 1968, and *P.C. 1968–1760* of September 12, 1968, designate CIDA as a department for the purposes of the *Financial Administration Act*. The authority for the CIDA program and related purposes is found in the *Department of Foreign Affairs and International Trade Act*,[5] in *the Official Development Assistance Accountability Act*,[6] and in annual appropriation acts. CIDA is the lead government organization responsible for Canada's development assistance.

[5] To read statute, visit http://laws.justice.gc.ca/en/E-22/FullText.html
[6] To read statute, visit http://laws.justice.gc.ca/en/O-2.8/FullText.html